

# U. S. Army Soldier Support Institute

## THEATER POSTAL OPERATIONS

Adjutant General School

Brief Unclassified

# Quote

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*“A successful postal service for the armed forces is admittedly the greatest single factor affecting the morale of all troops...”*

COL S.G. Schwartz  
Theater Postal Officer  
European Theater of  
Operations  
29 August 1945

# REFERENCES (1 of 2)

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- DoD 4525.6-M, DoD Postal Manual
- DoD 4525.6-C, DoD Postal Supply and Equipment Catalog
- DoD 4525.6-STD, Transit Time Information Standard System for Military Mail
- DoD Directive 4525.6, Single Manager for Military Postal Service
- DoD Directive 5200.33, Defense Courier Service (DCS)
- DoD Directive 8320.1, DoD Data Administration
- DoD Directive 8910.1, Management and Control of Information Requirements
- AR 600-8-3, Unit Postal Operations
- Title 10, United States Code, Armed Forces
- Title 31, United States Code, Money and Finance

# REFERENCES (2 of 2)

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- Title 39, United States Code, Postal Service
- Title 32, Code of Federal Regulations, National Defense
- Title 49, Code of Federal Regulations, Transportation
- USPS Domestic Mail Manual (DMM) and International Mail Manual (IMM)
- USPS Publication 38, Department of Defense and USPS Postal Agreement
- USPS Transportation Handbook Series T-7, Handling, Dispatching, and Transporting Military Mail by Air
- FM 1-0, Human Resources Doctrine
- FM 1-xx.x, Theater HR Operations
- FM 1-xx.x, S-1 Operations

# PROPONENCY

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- Army functional proponent for the postal operations management system is The Adjutant General Directorate, U. S. Army Human Resources Command (HRC).
- The Adjutant General (TAG) is the Executive Director for the MPSA. MPSA is the DoD Executive Agent for military mail for all service components.
- DoD Manual 4525.6-M, DoD Postal Manual and AR 600-8-3, Unit Postal Operations, provides mandatory policy and procedural guidance for postal operations management during military operations.

# Postal Acronyms

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APO: Army Post Office

AE: Army Europe

AP: Army Pacific

JMPA: Joint Military Postal Agency

JMMT: Joint Military Mail Terminal

MDP: Mail Delivery Point

MMT: Military Mail Terminal

MPS: Military Postal System

MPSA: Military Postal Service Agency

UMR: Unit Mail Room

USPS: United States Postal Service

# AGENDA

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- Postal Operations Mission
- Theater Postal Operations
- S-1/G-1 Postal Responsibilities
- Successful Postal TTPs

# Postal Operations Mission

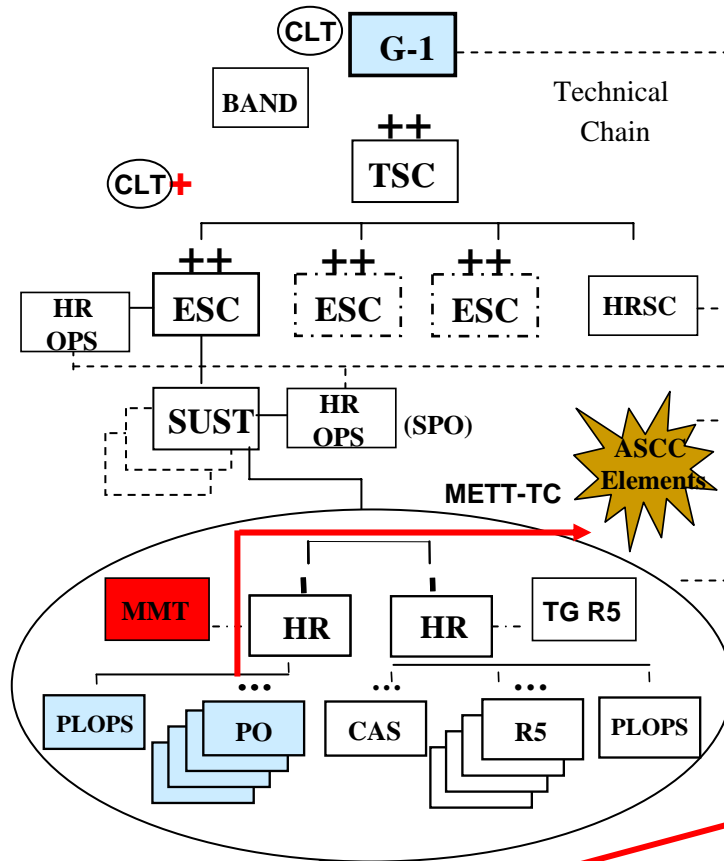
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- The mission of the Military Postal System (MPS) is to operate as an extension of the United States Postal Service (USPS) consistent with public law and federal regulations beyond the boundaries of US sovereignty and shall provide postal services for all DOD personnel where there is no USPS available.

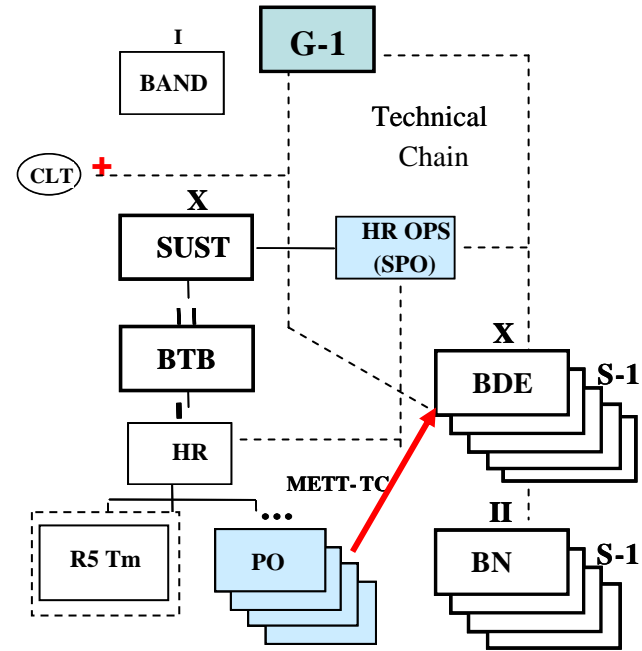
# Theater Postal Operations

# THEATER POSTAL OPERATIONS

## ARMY/ASCC



## CORPS



## DIVISION

REGIONAL HUB

## POSTAL OPERATIONS

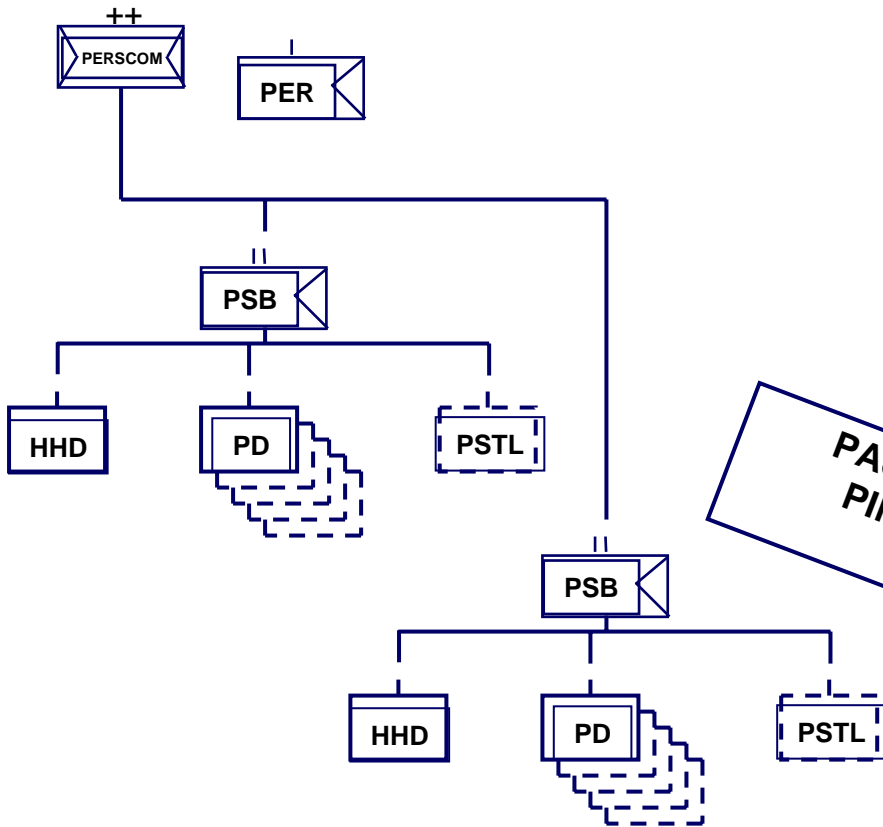
- ✓ Cdr determines when mail is established
- ✓ Platoons provide full postal capability
- ✓ Mail sorted to unit level
- ✓ Interface with DIMHRS and TAMMIS
- ✓ Conducted during MSO/SRO operations
- ✓ MMT part of theater opening

USPS

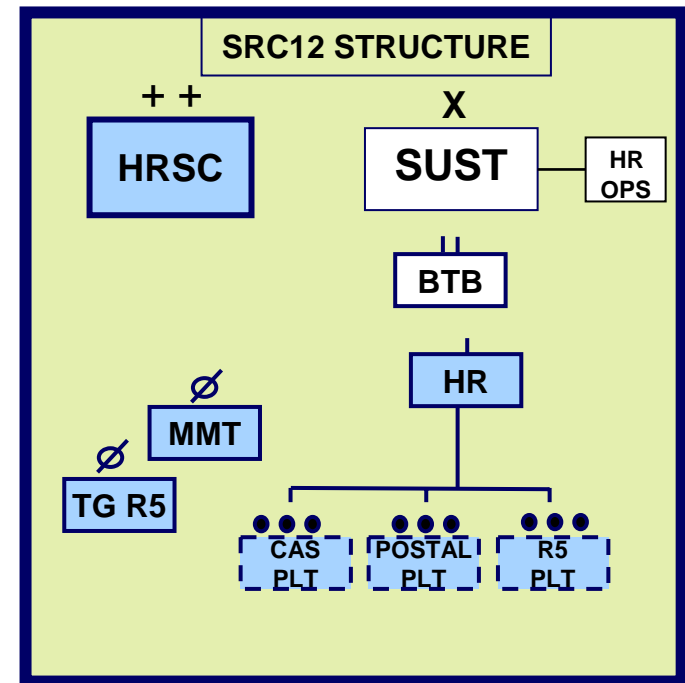
MPSA

# Theater Postal Structure

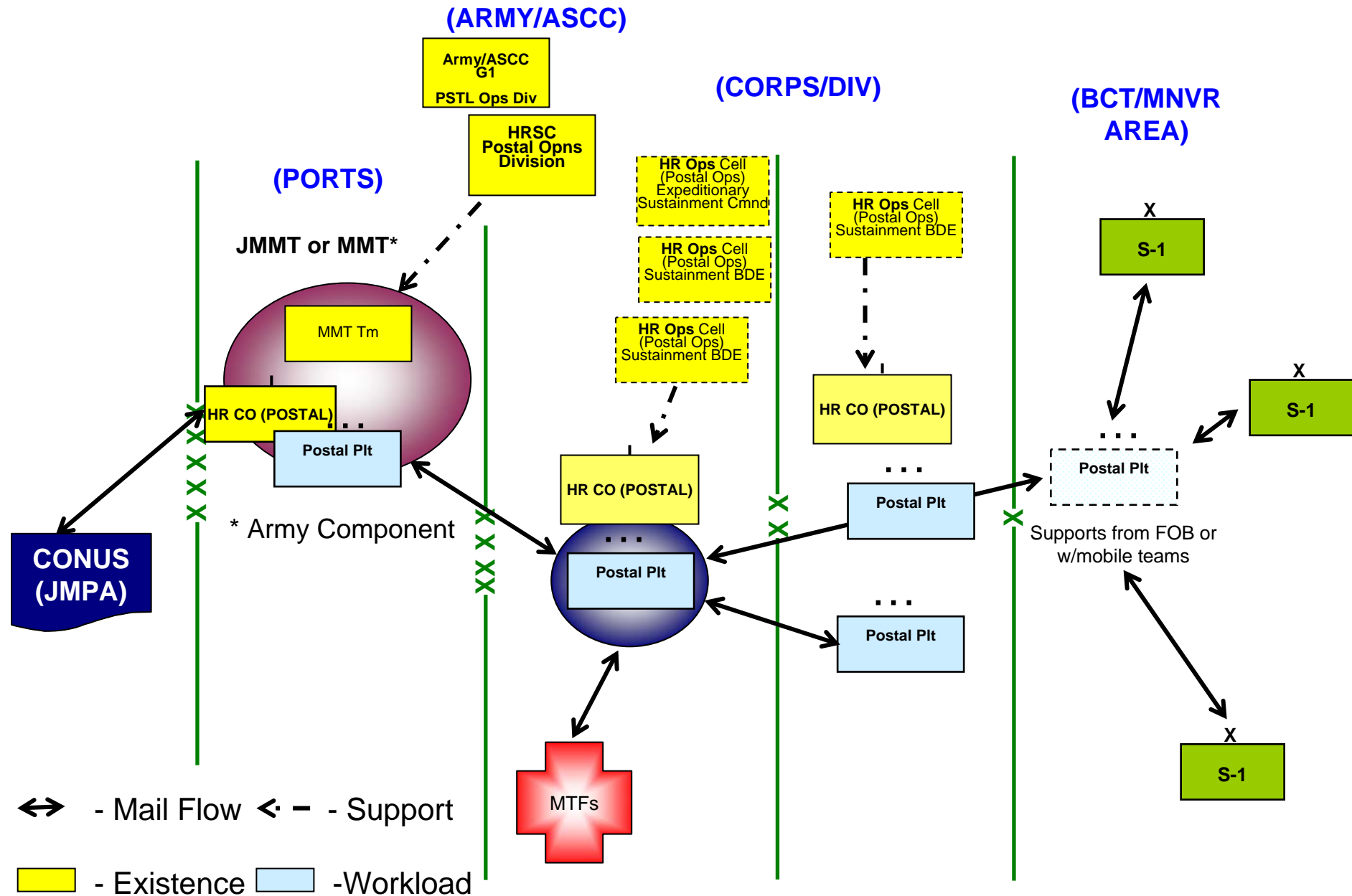
## LEGACY STRUCTURE



## PSDR STRUCTURE

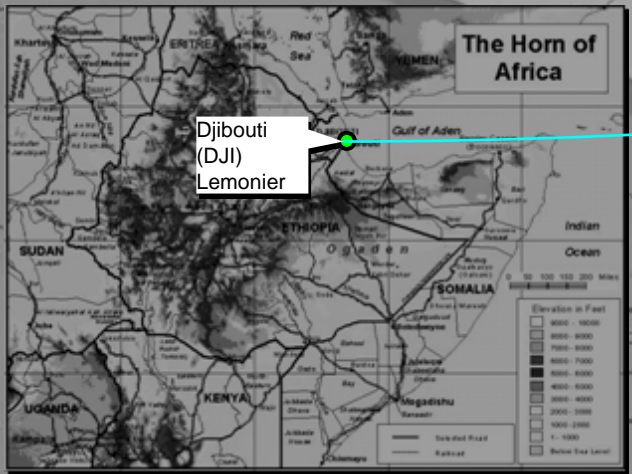
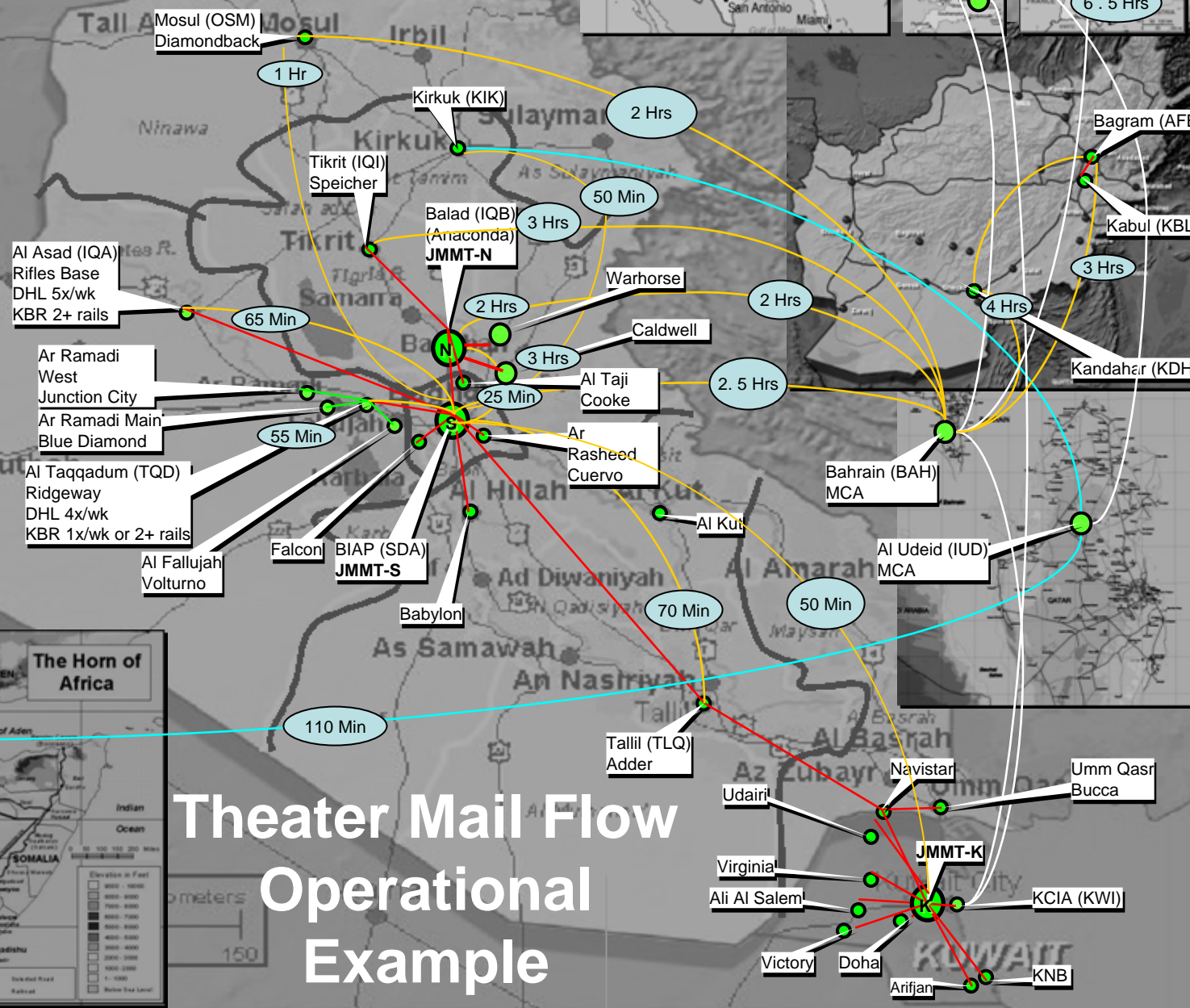
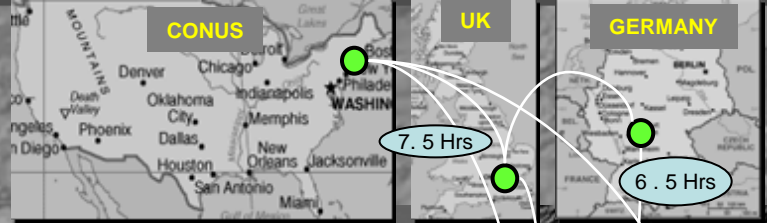


# POSTAL FLOW IN A DEPLOYED THEATER



- DHL CML AIR
- AMC MIL AIR
- CML AIR
- KBR CML GND
- MILITARY GND

NOTE: AIR SEGMENTS OUTSIDE AOR ARE SIMPLIFIED



# Theater Mail Flow Operational Example

# Postal Organization

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- Postal support is coordinated at the theater level by the Postal Operations Division of the HRSC
- Mail is flown into the MMT and processed by zip code then transported to the local servicing APO
- Typically BN S-1s pick up mail from the APO and sort it further in the UMR
- In cases where a Brigade/BCT establishes a UMR/CMR, mail operations will be performed similar to the BN S-1

# Postal Responsibilities

POSTAL OPERATIONS MANAGEMENT					
FUNCTION / TASK	RESPONSIBLE AGENCY				
	Battalion	Brigade	Division	Corps	ASCC
Receiving / Sorting / Postal Finance Services	S-1 *	S-1 *	Postal PLT	Postal PLT	Postal PLT
Identify / Coordinate Mail Delivery Points	S-1	S-1	G-1	G-1	G-1
Mail Routing Instr (APO Zip Code Mgmt)	---	---	---	G-1	G-1
Transportation / Delivery	S-4	S-4	Sust Bde	Sust Bde	TSC
Redirect Mail	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
Coalition Mail	---	---	---	---	G-1
Casualty Mail	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
EPW Mail	---	---	---	---	Postal PLT
Official Mail	S-1	S-1	---	---	---
AMT / MMT Postal Operations	---	---	---	---	MMT
Directory Services	---	---	Postal P&O TM	Postal P&O TM	Postal P&O TM
Unit Mail Clerk Training / Certification	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
Postal Theater – Specific / Refresher Training	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
* No postal finance services at this level unless coordinated for.					

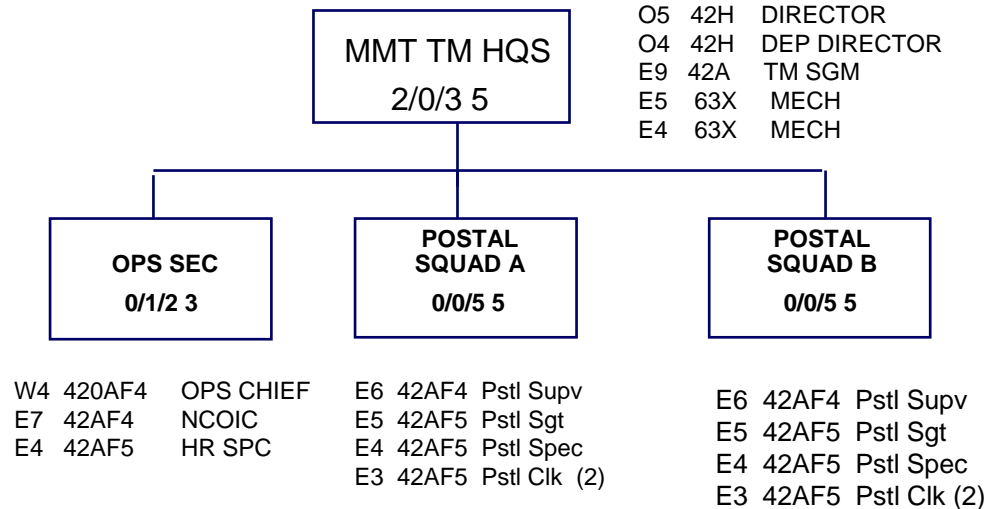
# Military Mail Terminal (MMT) Team

## Organizational Design - Military Mail Terminal (MMT) Team

SRC 12567GA00

2/1/15 18

**Mission:** Provide postal support to an AOR.



**Capabilities:** Existence based organization employed as part of the theater opening mission to establish a Joint Military Mail Terminal. With augmentation of the HR Company – Postal, provides integrated, accurate, and timely processing of mail.

# MMT Responsibilities

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- Establishes the Army component of a Joint Military Mail Terminal (JMMT) in conjunction with other services or an MMT in a single service environment
- Controls mail movement within the AOR and throughout the AO
- Provides specialized postal expertise and experience and limited augmentation manpower
- Provides all technical direction to the HR-Postal Company Commander operating at the MMT
- Provides integrated, accurate and timely processing and distribution of all mail arriving in the AO
- Establishes a Casualty Mail section to provide casualty mail services to AOR
- Coordinates with HRSC and MPOs to resolve mail dispatching and transportation problems
- Distributes mail to postal companies or postal platoons
- Serves as a collection point and routing agency for all retrograde mail coming from within the AOR

# Employment and Support (1 of 2)

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- Initially employed in the Theater Opening mission as an element of a Sustainment Brigade to establish and maintain postal operations
- Establishes and provides the Army Component of a JMMT at the theater APOD
- Must be scalable to handle operational requirements of the theater

# Employment and Support (2 of 2)

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- Primary gateway(s) for postal operations in and out of theater
- Must be configured for receiving mail from potentially multiple sources with multiple methods of delivery such as air, land, or sea
- MMT is not assigned transportation assets; coordinates transport of mail downrange through HR Ops Cell (HROC)
- Postal company provides life support services for the MMT

# Equipment

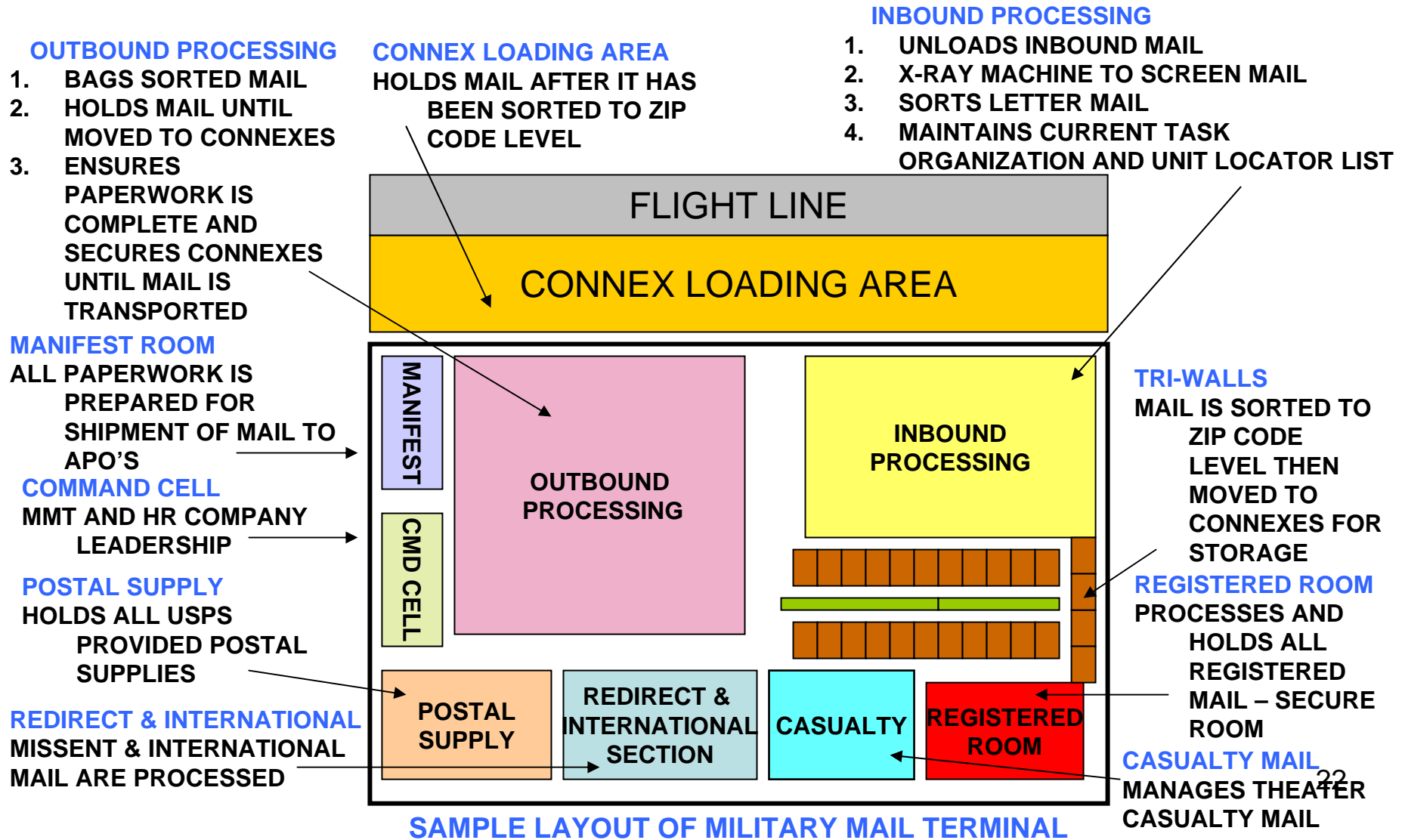
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- Crucial to the success of this AOR-level postal team
- Has both a RTCH and large forklifts to move mail in/out of the APOD
- Relies on secure and non-secure, continuous, and survivable communications and digital information systems



# Theater MMT

## Conceptual Sketch



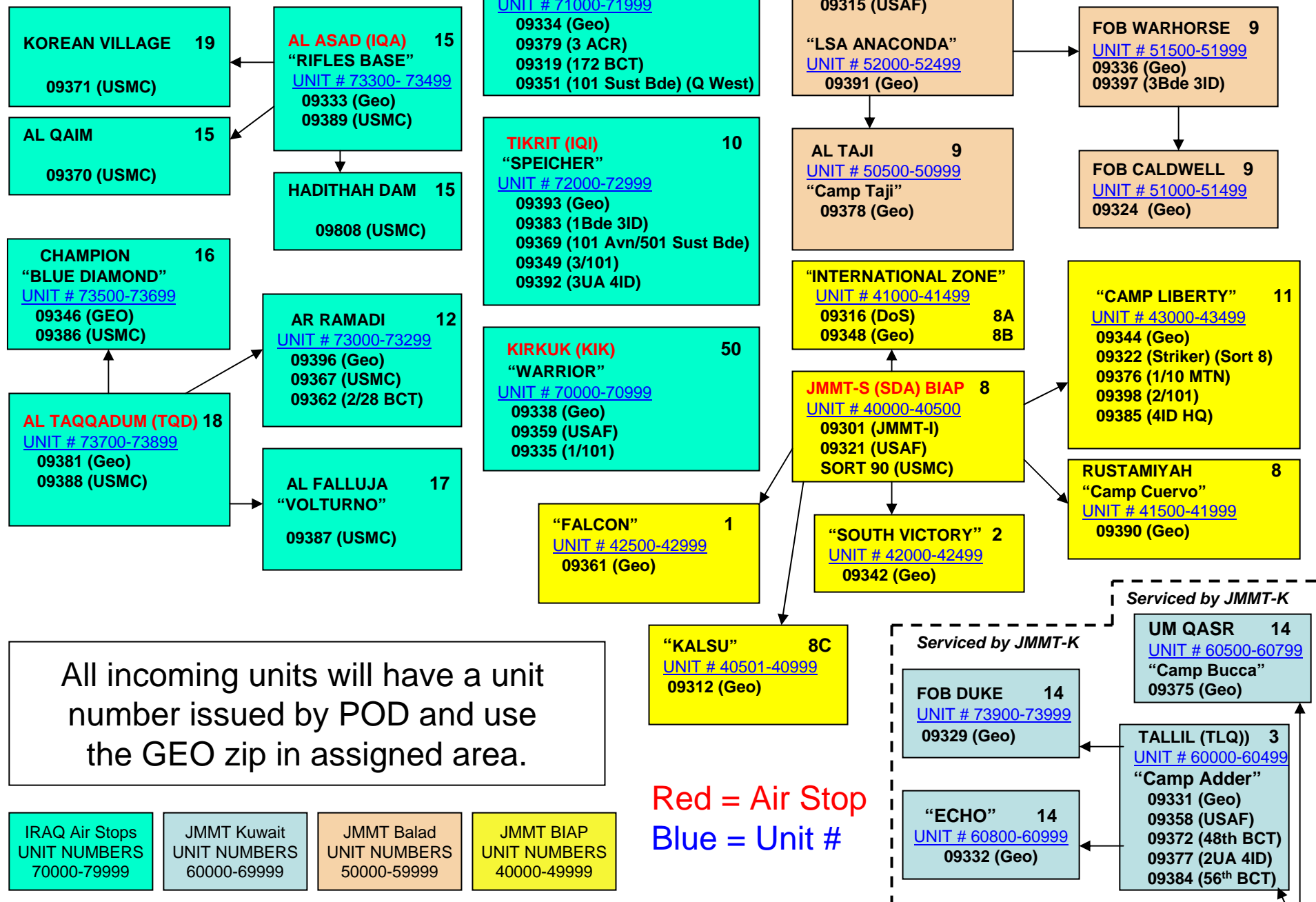


REUSE THIS BOX AT LEAST 5 TIMES  
DO NOT CUT

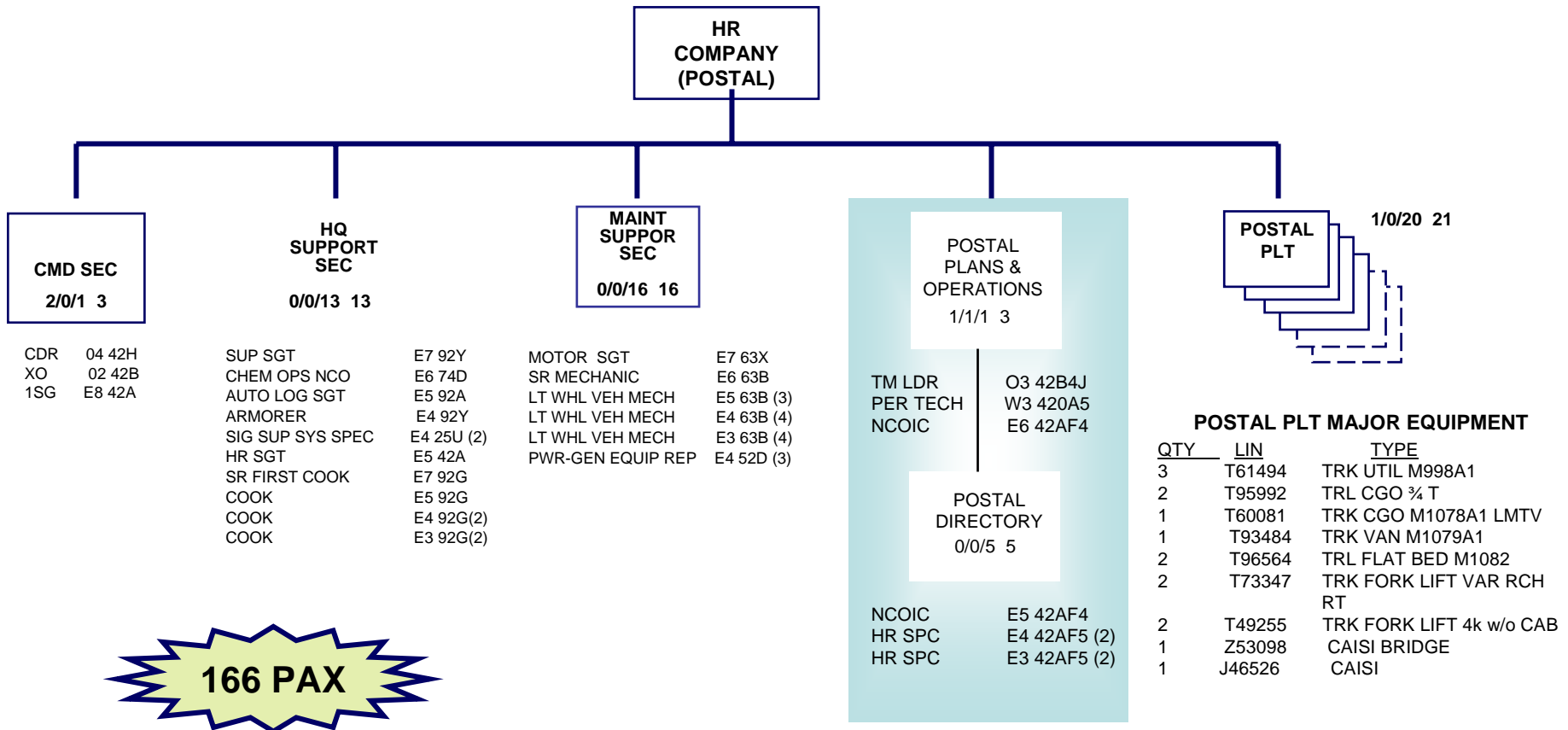
PORT-A-COOL<sup>®</sup> HP

**BIAP MMT**  
**2006**

## Postal Routing – IRAQ



# HR Company (Postal)



**166 PAX**

Provides command and control  
for 2 to 6 postal platoons

# HR Company Postal Plans & Operations Team

## Organizational Design – HR Co Postal Plans and Operations Team

**SRC 12567GC00**

**1/1/6 8**

POSTAL  
PLANS &  
OPERATIONS

1/1/1 3

TM LDR  
PER TECH  
NCOIC

O3 42B4J  
W3 420A5  
E6 42AF4

POSTAL  
DIRECTORY

O/C 5 5

NCOIC  
HR SPC  
HR SPC

E5 42AF4  
E4 42AF5 (2)  
E3 42AF5 (2)

**Mission:** Provide short and long term postal planning, current and future operations management, technical support and directory services.

**Capabilities:** Workload-based organization in the HR Company headquarters to provide Postal Directory Service based on personnel data from the G-1 and S-1 sections.

# Responsibilities

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- Provides long and short term postal planning to the HR company commander
- Provides current and future operations management for postal platoons attached/assigned to HR Companies
- Manages directory service for all associated postal platoons
- Post office operations
- Assists with inspections and proper mail conduct

# Employment and Support

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- Deploys as part of an HR company with one or more postal platoons assigned/attached to the area of operation
- Relies on secure and non-secure, continuous, and survivable communications and digital information systems
- Falls under the HR Company HQ for administrative and C2 support

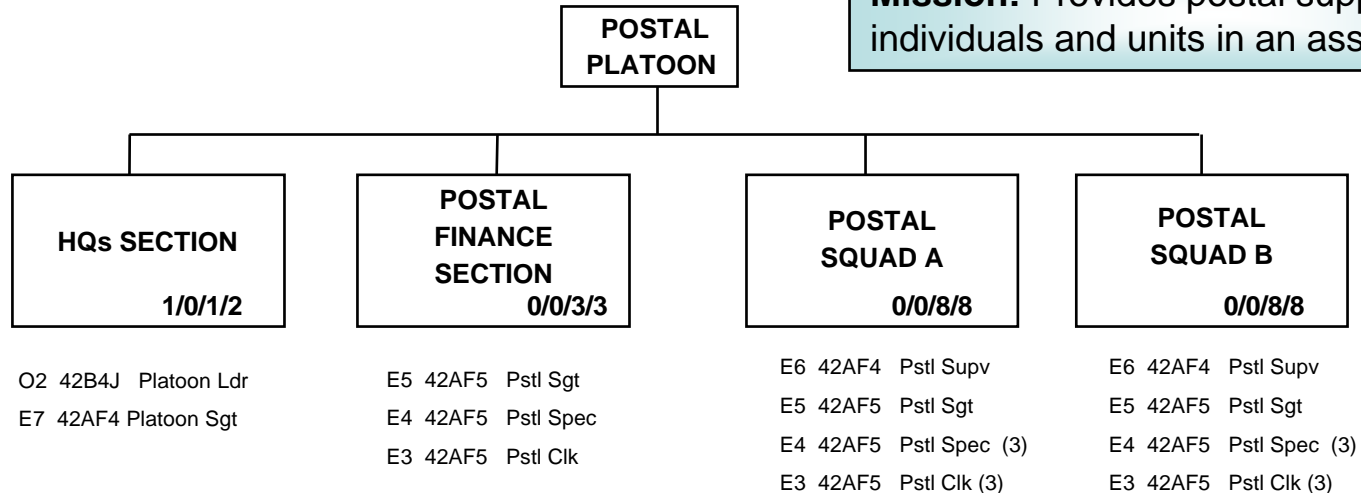
# Postal Platoon

## Organizational Design – Postal Platoon

SRC 12567GE00

1/0/20/21

**Mission:** Provides postal support to all individuals and units in an assigned area.



### Capabilities:

Workload based organization in an area to support up to 6,000 personnel or as 1 of 4 platoons supporting an MMT. Provides postal operation support, special services for redirect, retrograde, casualty, and EPW mail in ASCC, Corps, Division, and brigade size areas.

# Responsibilities

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- Supervise/control the platoon
- Coordinate with HR Company HQs
- Direct daily postal operations
- Receive and distribute intra-theater mail
- Prepare mail for unit mail clerks
- Receive, process, and dispatch outgoing mail
- Receive, process, and redirect incoming mail
- Update postal routing schemes
- Conduct casualty mail and EPW mail operations
- Conduct postal financial management

# Employment and Support (1 of 2)

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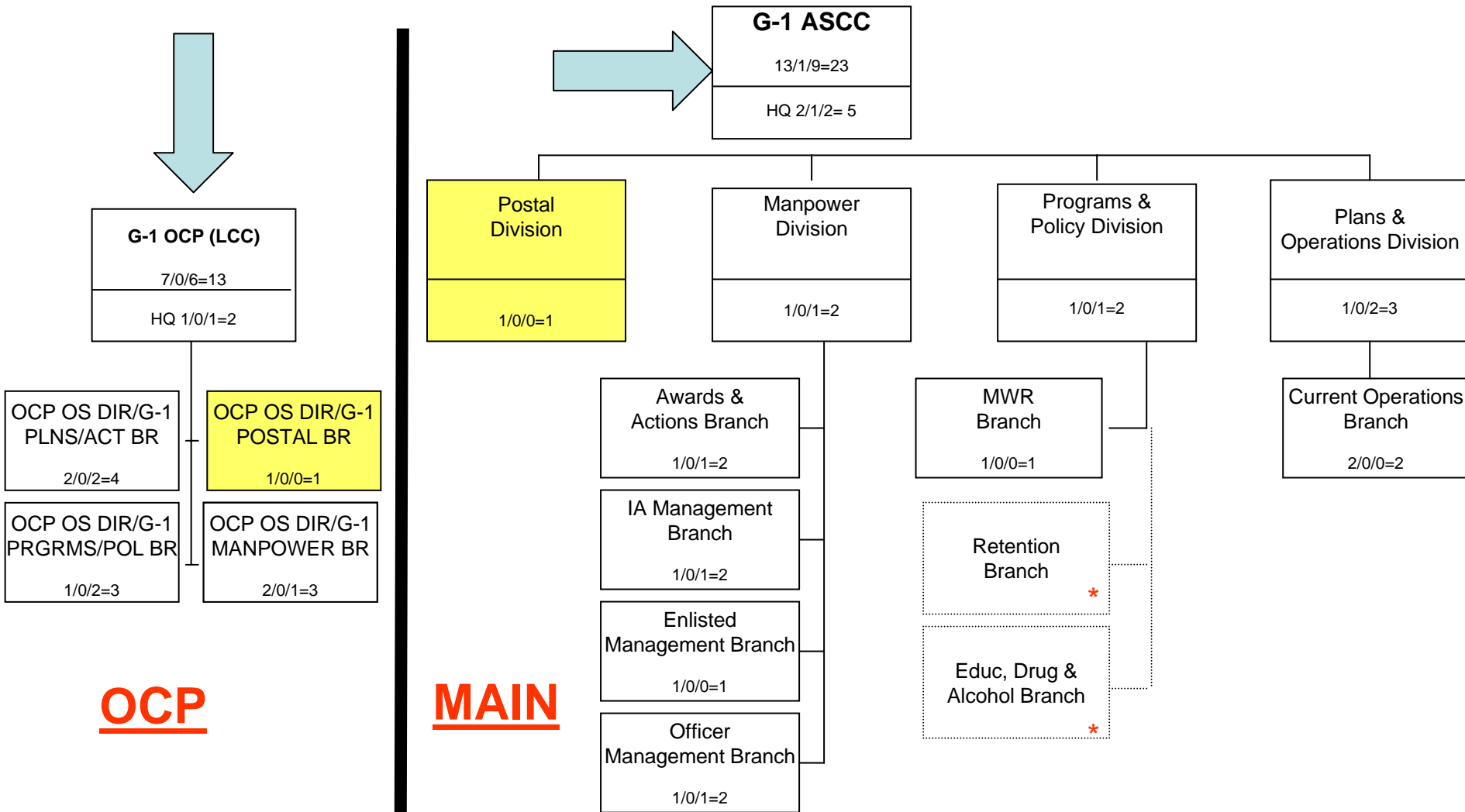
- One postal platoon provides postal finance and operations support for up to 6,000 Soldiers and authorized civilians
- Should deploy with the main body of combat forces
- A trained and fully equipped postal unit requires a minimum of 48 hours to establish postal operations
- Postal units must be established prior to the movement of mail in or out of the AOR
- Requires capability to communicate digitally and voice to HR CO HQ and G-1/S-1 sections of units in the supported area

# Employment and Support (2 of 2)

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- Provides customer service for postal finance support consistent with commander's mail policies
- Services include money order/postage stamp sales, special services, and package mailing
- Services are provided a minimum of 5 days a week at consolidated locations, and as often as tactical situations and manning levels allow
- Services can be increased/decreased based on command directives and METT-TC

# Organizational Design – Army Service Component Command (ASCC) G-1 (Operational Sustainment) Postal Division

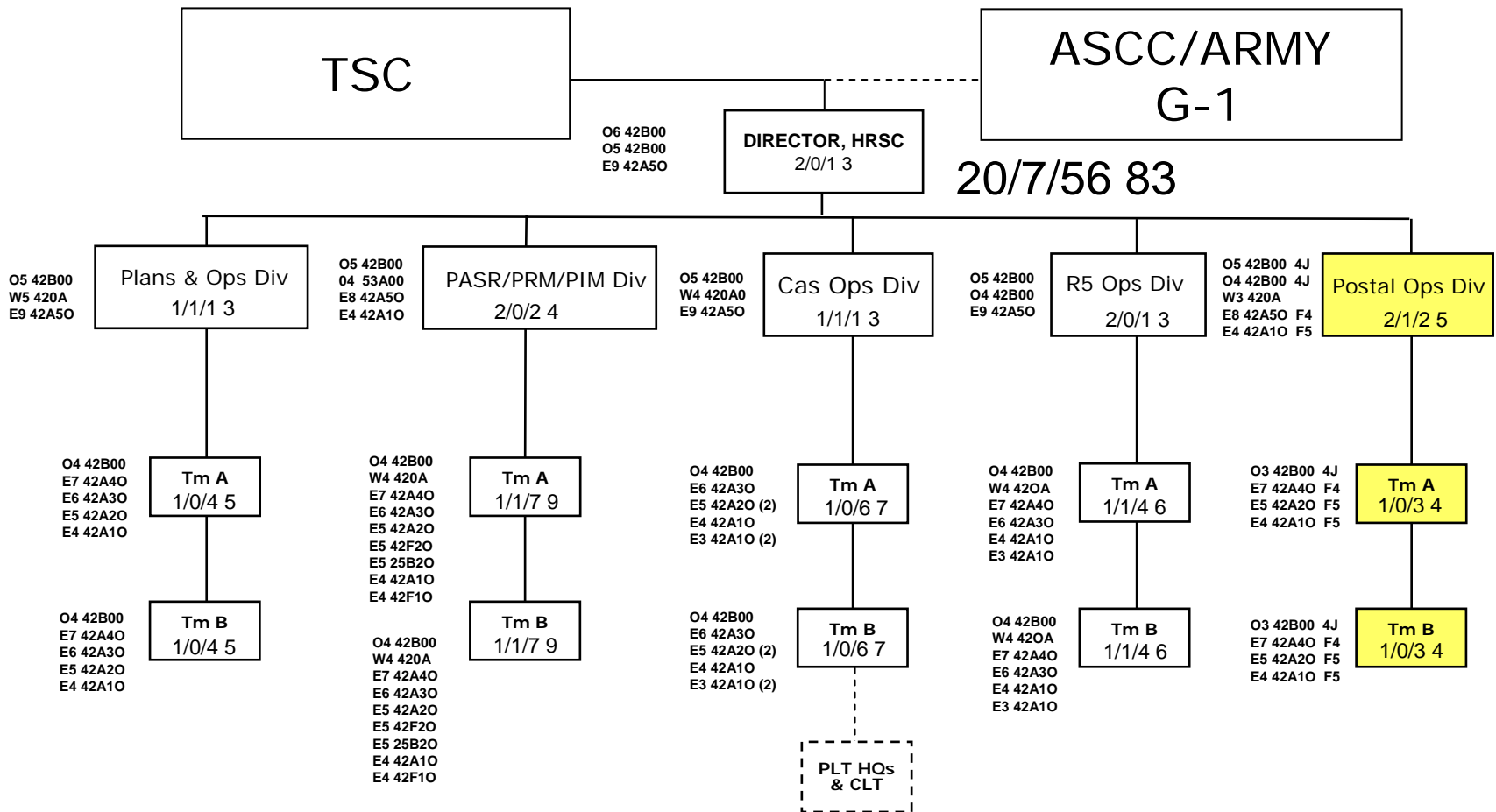


# ARMY/ASCC G-1 Postal Division

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- Coordinate with other service components to develop contingency plans to ensure appropriate postal support for US, joint, allied and coalition forces and authorized personnel within an AOR
- Request contingency Army Post Office (APO) activation/deactivation from MPSA in coordination with deploying command G-1s and other MACOMs
- Develop theater postal policies and procedures and provide resources to perform the MPS mission throughout the AOR

# ORGANIZATIONAL DESIGN - HR SUSTAINMENT CENTER (HRSC) POSTAL OPERATIONS DIVISION



ROA: 1 PER TSC

# HRSC Postal Operations Division

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- Operates an AOR locator system and redirect services (Theater Unit Locator List or TULL)
- Establishes procedures for casualty mail operations
- Determines the location and function of AOR postal units
- Consults with JMPA to develop mail routing instructions and procedures for optimum mail delivery in theater
- Coordinates for AOR level postal supplies and equipment
- Conducts Postal Inspections/Audits

# Military Postal Service Agency (MPSA)

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- Acts as the single DoD point of contact with the USPS and other government agencies on MPS policy and operational matters
- Activates/deactivates contingency APOs
- Coordinates initial mail routing schemes with the JMPA(s)
- The Adjutant General (TAG) is the executive mail manager for MPSA
- Headed by an Army, Air Force, or Marine Colonel or a Navy Captain (O-6)

# Joint Military Postal Activity (JMPA)

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- Acts as single POC representing military with USPS at gateways
- Coordinates transportation of mail in the host nation
- Coordinates mail movement transportation needs with commercial carriers and the military Air Mobility Command (AMC)
- Coordinates mail routing scheme changes with postal gateways and maintain the Military Zip Code database
- Provides major commands and Military Department Postal Representative with information on mail processing and irregularities

# Postal Assistance

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- Augmentation: Brigade/BCTs may receive a postal platoon in the BSA if the bulk of the projected flow of mail warrants it or if the FOB has a density approaching 6,000 Soldiers
  - The postal platoon will be supported by the BSB
- Host Nation Support: Provides a possible means of augmentation
  - Cannot be used to handle classified mail
- Civilians: Civilian contractors are being used in many MMTs during the sustainment phase of operations

# S-1/G-1 Postal Responsibilities

# BDE/BCT S-1

## Responsibilities (1 of 2)

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- Establish, manage, and support all Brigade/BCT mail operations in coordination with subordinate Battalion S-1s
- Ensure that Soldiers have the opportunity to send mail out as often as the tactical situation allows
- Establish UMRs as required and ensure that adequate unit mail clerks are trained and on orders (DD Form-285) and all mail is handled IAW DOD postal regulations
- Ensure that all changes to task organization are provided to supporting APOs
- Provide the Division G-1 with grid coordinates or geographical location for the daily MDP and alternate MDPs for the Brigade

# BDE/BCT S-1

## Responsibilities (2 of 2)

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- Coordinate with the Division G-1 and G-6 (Official Mail Manager) for the handling of official mail in coordination with the Brigade/BCT S-6
- Coordinate with the Division G-1 and/or supporting postal platoon to provide postal finance services and outgoing (retrograde) mail support for all units/ activities including those at remote locations
- Coordinate with the supporting APO for mobile mail missions to outlying units if necessary
- Investigate and reconcile any problems and congressional inquiries within the Brigade/BCT hindering the delivery of mail to Soldiers/units in a timely manner

# Corps/Division G-1 Responsibilities

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- Ensure postal operations are included in all plans and OPORDs as required
- Coordinate with higher headquarters to ensure the required numbers of postal units or teams are made available to support the deployed force
- Reconcile problems between the Sustainment Bde HROC, postal units, transportation units, and units served with Army/ASCC G-1 and HRSC Postal Operations Division
- Maintain operational awareness of postal operations within the AOR
- Coordinate with the Division/Corps G-6 for the handling of official mail
- Maintain a list of Brigade/BCT mail delivery points MDPs
- Coordinates transportation of mail from postal platoon to the MDP's

# Successful Postal TTPs

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- Updated Routing Scheme + Transportation + Commo = Successful Postal Operations
- Daily management of the AOR locator system or TULL for redirect services
- Be aware of task organization/unit location changes
- Keep units informed of changes in the postal policies/procedures

# AGENDA

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- Postal Operations Mission
- Theater Postal Operations
- S-1/G-1 Postal Responsibilities
- Successful Postal TTPs

# Quote

*“Few things impact a unit’s morale more than mail. Letters are not left behind on a nightstand or on a cot when Soldiers go into battle. They are taken along and read over and over. A small piece of correspondence from home means the world to these brave young men and women who fight for freedom.”*

Brigadier General Sean J. Byrne  
Commander, 3<sup>rd</sup> PERSCOM